TSA's Midwest Region Stays Creative With Its 'Top Gun'

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# Military Market

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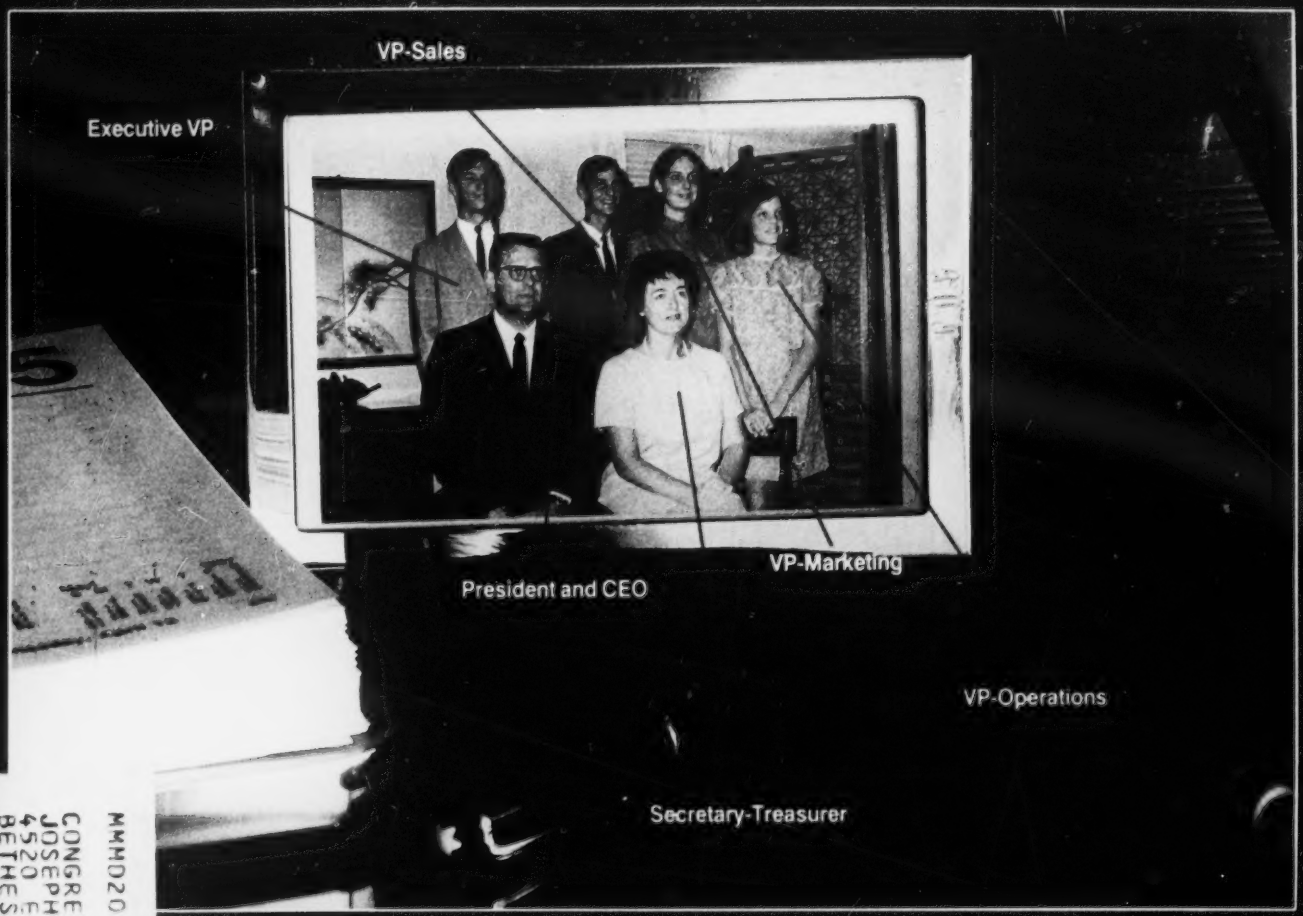


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# DYNASTIES

## Working, Living, Loving in the Family's Brokerage Business

*These Numbers Just In:*

**AAFES' Million-Dollar Vendor List for 1986**

*Plus This Latest Who's Who:*

**The 1987 Directory of Military Representatives**

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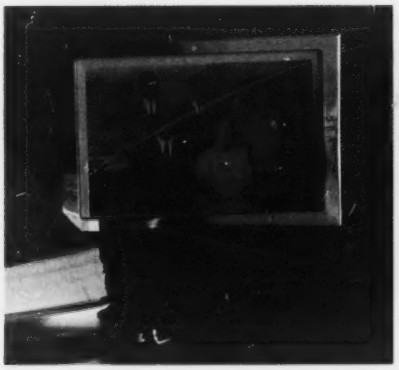

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NOTE: In the cover photo, the photograph in the silver frame is NOT a picture of an actual resale family.

COVER DESIGN BY MIRIAM MacPHERSON; PHOTOGRAPH BY TRACY WOODWARD


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**serving the military resale system**

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# AAFES' Million-Dollar Vendors

*The following is a list of 575 suppliers who did around $1 million or much more worth of business with the Army and Air Force Exchange Service during fiscal 1986. Companies are listed in order of their total dollar involvement with AAFES. The source of this information is official AAFES records. Copies of the entire list — including both ConUS and overseas net payments — are available from* MILITARY MARKET, *Springfield, Virginia 22159-0210.*

| | | |
|---|---|---|
| 1 | DEFENSE PERSONNEL | $114,335,714.11 |
| 2 | PHILIP MORRIS, INC | $38,291,606.72 |
| 3 | CHEVRON USA, INC | $38,205,545.31 |
| 4 | EASTMAN KODAK CO | $32,936,816.99 |
| 5 | R.J. REYNOLDS TOBACCO CO | $22,684,497.00 |
| 6 | PROCTER & GAMBLE DIST | $22,602,404.04 |
| 7 | TEXACO, INC | $20,209,484.64 |
| 8 | BEVERAGES FOODS & SVC | $20,096,955.83 |
| 9 | GASCO GASOLINE, INC | $19,177,504.33 |
| 10 | FRITO-LAY, INC | $18,907,918.15 |
| 11 | REVLON, INC | $18,847,573.36 |
| 12 | LEVI STRAUSS & CO | $18,705,406.91 |
| 13 | DISTRON DIST. CTR | $16,362,818.29 |
| 14 | RCA NEW PRODUCTS DIV | $15,858,359.16 |
| 15 | COCA-COLA EXPORT CORP | $14,829,034.90 |
| 16 | ANHEUSER-BUSCH, INC | $14,411,373.31 |
| 17 | COMMODORE BUSINESS | $14,022,585.39 |
| 18 | APPLE COMPUTER, INC | $13,893,395.81 |
| 19 | BELCHER OIL CO | $13,592,566.44 |
| 20 | PANASONIC WEST, INC | $13,347,928.30 |
| 21 | JESCO, INC | $12,958,330.44 |
| 22 | AMERICAN GREETINGS | $12,801,706.76 |
| 23 | WEINTRAUB BROS & CO | $12,295,793.86 |
| 24 | SHARP ELECTRONIC CORP | $11,677,081.47 |
| 25 | BLACK AND DECKER | $11,416,214.02 |
| 26 | POLAROID CORP | $11,167,343.22 |
| 27 | SPRINGS IND., INC | $11,071,617.99 |
| 28 | FISHER CORP | $11,005,258.10 |
| 29 | NIKE, INC | $10,927,255.89 |
| 30 | M & M MARS | $10,898,221.39 |
| 31 | THE GILLETTE COMPANY | $10,864,459.70 |
| 32 | WEA CORP | $10,837,431.06 |
| 33 | ANNEDEEN/REEBOK | $10,786,069.97 |
| 34 | TESORO REF & MARKETING | $10,783,388.90 |
| 35 | ARTEX MFG CO., INC | $10,654,345.89 |
| 36 | COASTAL STATES MKTING | $10,370,379.17 |
| 37 | MATTEL TOYS | $10,273,780.50 |
| 38 | MINNESOTA MINING MFG CO | $10,268,275.94 |
| 39 | CBS RECORDS | $10,255,321.81 |
| 40 | PROMANA INC | $10,246,102.89 |
| 41 | GENERAL ELECTRIC CO | $10,134,010.05 |
| 42 | EXXON COMPANY USA | $10,054,399.36 |
| 43 | BROWN & WILLIAMSON | $10,020,763.82 |
| 44 | JOCKEY INTERNATIONAL | $9,771,172.05 |
| 45 | ACME BOOT CO., INC | $9,726,421.70 |
| 46 | MANHATTAN STORE | $9,244,743.98 |
| 47 | CANNON MILLS | $9,103,512.34 |
| 48 | MAX FACTOR & CO | $8,844,144.15 |
| 49 | GOODYEAR INT'L CORP | $8,619,961.80 |
| 50 | MONARCH CROWN CORP | $8,566,068.69 |
| 51 | BALFOOR INC | $8,244,651.88 |
| 52 | JOHNSON & JOHNSON | $8,172,275.45 |
| 53 | HANES HOSIERY | $8,066,735.68 |
| 54 | KIMBERLY-CLARK CORP | $8,024,413.28 |
| 55 | ORIGINAL DESIGNS, INC | $8,009,927.53 |
| 56 | ELIZABETH ARDEN | $8,008,364.12 |
| 57 | ZENITH ELECTRONICS CORP | $7,931,041.73 |
| 58 | U.S. OIL CO., INC | $7,846,272.18 |
| 59 | BRIGADE BRANDS LTD | $7,800,464.24 |
| 60 | CONOCO INC | $7,610,088.06 |
| 61 | AMERADA HESS CORP | $7,534,399.70 |
| 62 | AMOCO OIL CO | $7,212,324.41 |
| 63 | AETNA LIFE & CASUALTY | $7,141,018.18 |
| 64 | BOSE CORP | $7,102,987.45 |
| 65 | FISHER-PRICE TOYS | $7,029,563.17 |
| 66 | HERSHEY CHOCOLATE CO | $6,998,070.27 |
| 67 | THE COMPANY WEST | $6,943,721.12 |
| 68 | KANGAROOS USA, INC | $6,916,910.85 |
| 69 | HALLMARK CARDS, INC | $6,911,878.14 |
| 70 | PAN AMERICAN DIA CORP | $6,888,753.25 |
| 71 | TOSHIBA AMERICA, INC | $6,730,675.08 |
| 72 | LORILLARD INC | $6,721,255.65 |
| 73 | MCA RECORDS DIST. CORP | $6,687,778.42 |
| 74 | HAGGAR CO | $6,673,409.94 |
| 75 | TOLSON OIL CO | $6,620,001.39 |
| 76 | PIONEER VIDEO, INC | $6,617,866.08 |
| 77 | NABISCO INC | $6,565,771.53 |
| 78 | WOLVERINE WORLD WIDE | $6,452,748.88 |
| 79 | MICHELIN TIRE CORP | $6,338,029.26 |
| 80 | CANON U.S.A, INC | $5,870,343.78 |
| 81 | MTD PRODUCTS, INC | $5,855,201.52 |
| 82 | FREEMAN SHOE CO | $5,673,072.46 |
| 83 | KENWOOD ELECTRONICS, INC | $5,668,054.82 |
| 84 | SHIRE MAGNETICS CO | $5,627,166.61 |
| 85 | UNION CARBIDE CORP | $5,619,573.79 |
| 86 | TESORO-ALASKA | $5,589,692.31 |
| 87 | EVEREADY BATTERY CO | $5,568,520.63 |
| 88 | NCR | $5,568,024.86 |
| 89 | ARA SERVICES | $5,420,427.26 |
| 90 | NABISCO INC | $5,391,200.26 |
| 91 | HOOVER CO | $5,230,495.03 |
| 92 | CORNING GLASS WORKS | $5,219,793.51 |
| 93 | ABSHER CONSTRUCTION CO | $5,147,128.00 |
| 94 | INT'L PLAYTEX, INC | $5,132,309.05 |
| 95 | STUART HALL CO., INC | $5,124,606.23 |
| 96 | ESTEE LAUDER INTL., INC | $5,079,343.53 |
| 97 | US TOBACCO CO | $5,062,454.14 |
| 98 | E.J. BRACH & SONS | $5,010,765.97 |
| 99 | SYSCO FOOD SYSTEMS | $5,003,638.01 |
| 100 | OSTER CORP | $4,806,767.37 |
| 101 | SANDBERG & SIKORSKI | $4,791,942.05 |
| 102 | MILITARY & SPEC. MARKETS | $4,774,986.39 |
| 103 | OROAMERICA | $4,773,546.47 |
| 104 | GENERAL SERVICES ADMIN | $4,766,556.97 |
| 105 | MAIDENFORM, INC | $4,735,484.03 |
| 106 | KRAFT, INC | $4,698,778.15 |
| 107 | DR. PEPPER BEV SALES CO | $4,677,487.38 |
| 108 | QUAKER STATE OIL | $4,641,952.00 |
| 109 | CAPITOL RECORDS, INC | $4,586,514.56 |
| 110 | GENERAL FOODS CORP | $4,549,028.24 |
| 111 | AMERICAN TOBACCO CO | $4,539,397.68 |
| 112 | MINOLTA CORP | $4,440,719.51 |
| 113 | VANITY FAIR MILLS, INC | $4,355,773.19 |
| 114 | ARROW CO | $4,347,542.40 |
| 115 | KRAFT RETAIL FOOD | $4,341,976.24 |
| 116 | CARNATION CO | $4,295,853.09 |
| 117 | HANES KNITWEAR, INC | $4,281,473.32 |
| 118 | BASKIN ROBBINS, INC | $4,201,315.34 |
| 119 | SEVEN-UP ENTERPRISES | $4,200,662.78 |
| 120 | SMITH-CORONA | $4,167,654.82 |
| 121 | TYSONS FOODS, INC | $4,159,588.66 |
| 122 | OSCAR MAYER & CO | $4,157,646.43 |
| 123 | NABISCO BRANDS, INC | $4,104,194.26 |
| 124 | M. FABRIKANT AND SON | $4,076,705.56 |
| 125 | RADIO SHACK | $4,054,695.17 |
| 126 | COLGATE PALMOLIVE CO | $4,052,878.44 |
| 127 | MILLER BREWING CO | $4,041,304.58 |
| 128 | CASIO, INC | $3,964,946.13 |
| 129 | N.S. MEYER, INC | $3,956,018.01 |
| 130 | S.C. JOHNSON & SON, INC | $3,899,861.64 |
| 131 | FIELDCREST MILLS, INC | $3,888,264.71 |
| 132 | GOLD STAR ELEC. INT. LTD | $3,883,750.29 |
| 133 | RICHARDSON-VICKS, INC | $3,879,131.84 |
| 134 | SEIKO TIME CORP | $3,870,088.08 |
| 135 | JOHN K. KEALY CO | $3,863,670.94 |
| 136 | RUSSELL CORP | $3,861,290.55 |
| 137 | VANCO | $3,847,306.71 |
| 138 | M.J. SOFFE CO., INC | $3,764,820.54 |
| 139 | SANYO ELECTRIC, INC | $3,739,905.74 |
| 140 | NCR CORP | $3,719,888.25 |
| 141 | SUNBEAM APPL SVC CO | $3,711,332.98 |
| 142 | NORTH SLOPE TECHNICAL | $3,706,917.67 |
| 143 | CHAMPION PRODUCTS, INC | $3,701,613.78 |
| 144 | AIRWAY IND., INC | $3,699,247.16 |
| 145 | LIGHTHOUSE IND. FOR BLIND | $3,595,747.93 |
| 146 | AUDIOVOX CORP | $3,583,302.34 |
| 147 | ACTION INDUSTRIES, INC | $3,543,932.49 |
| 148 | L'EGGS PRODUCTS | $3,543,829.49 |
| 149 | QUAKER OATS CO | $3,535,328.35 |
| 150 | HEALTH-TEX, INC | $3,519,444.03 |
| 151 | VANGUARD MIL. EQUIP. CORP | $3,501,800.50 |
| 152 | LIGGETT & MYERS TOB. CO | $3,500,119.51 |
| 153 | HUFFY CORP | $3,498,076.20 |
| 154 | BEAIRD-POULON/WEED EATR | $3,485,606.13 |
| 155 | SINGER CO | $3,464,497.66 |
| 156 | IRA GREEN, INC | $3,448,721.69 |
| 157 | CAMPBELL SOUP CO | $3,440,872.96 |
| 158 | LIZ CLAIBORNE, INC | $3,346,856.83 |
| 159 | STEDMAN CORP | $3,301,792.41 |
| 160 | KIWI POLISH CO. USA DIV | $3,288,865.07 |
| 161 | DANAL/ACCESS ASSOC., INC | $3,280,608.61 |
| 162 | CHEVRON CHEMICAL CO | $3,279,008.03 |
| 163 | ARMOUR AND COMPANY | $3,278,399.17 |
| 164 | FIN & ACT OFFICER | $3,238,905.81 |
| 165 | INGRAM SOFTWARE, INC | $3,235,677.96 |
| 166 | SONOCO PRODUCTS CO | $3,218,913.53 |
| 167 | BERKLINE CORPORATION | $3,191,011.31 |
| 168 | POLYGRAM DIST., INC | $3,189,006.88 |
| 169 | CAPITAL MERCURY SHIRT | $3,172,348.36 |
| 170 | FARAH MFG CO | $3,147,981.20 |
| 171 | CHARLES OF THE RITZ | $3,144,521.53 |
| 172 | R.D. LOWMAN GENERAL CON | $3,141,721.69 |
| 173 | HARRY SUGERMAN, INC | $3,137,[illegible]2.58 |
| 174 | MAGIC CHEF, INC | $3,087,640.28 |
| 175 | LEVER BROS CO | $3,076,901.32 |
| 176 | IBM | $3,054,[illegible]45 |
| 177 | C. LLOYD JOHNSON CO. INC | $3,002,395.71 |
| 178 | LIFE SAVERS, INC | $2,995,810.86 |
| 179 | NEW BALANCE ATHLETIC | $2,988,580.86 |
| 180 | KELLOGG SALES CO | $2,978,279.43 |
| 181 | BULOVA WATCH CO., INC | $2,969,965.94 |
| 182 | MAGICOLOR PAINT CO | $2,960,477.20 |
| 183 | SAMSONITE FURNITURE CO | $2,952,508.34 |
| 184 | MIKASA | $2,931,261.72 |
| 185 | L'OREAL | $2,928,853.15 |
| 186 | RUSS BERRIE & CO., INC | $2,927,262.85 |
| 187 | DAVIS CLOTHING CO | $2,925,909.76 |
| 188 | DNP AMERICA, INC | $2,913,598.10 |
| 189 | TIMEX CORP | $2,910,512.20 |
| 190 | BORDEN, INC | $2,909,138.47 |
| 191 | INTERCRAFT IND. CORP | $2,898,850.95 |
| 192 | PENDLETON WOOLEN MILLS | $2,866,185.02 |
| 193 | CONTINENTAL BAKERY | $2,838,227.73 |
| 194 | ROEBBELENTNG, INC | $2,832,441.94 |
| 195 | SWEDI INTL | $2,830,823.89 |
| 196 | MOBIL OIL CREDIT CORP | $2,821,115.80 |
| 197 | BURLINGTON IND | $2,809,320.56 |
| 198 | CONVERSE, INC | $2,752,134.74 |
| 199 | NIKON PHOTO PROD. DIV | $2,749,971.44 |
| 200 | CARTER-WALLACE, INC | $2,744,119.51 |
| 201 | WENDELL LOCKARD | $2,686,495.60 |
| 202 | COVE SHOE CO | $2,686,576.96 |
| 203 | MASSEE BUILDERS, INC | $2,659,718.87 |
| 204 | KEEBLER CO | $2,647,836.84 |
| 205 | HERTNER DIVISION | $2,642,674.13 |
| 206 | WILLIAM CARTER CO | $2,633,138.28 |
| 207 | BELL FUELS | $2,628,012.76 |
| 208 | CHILD CRAFT | $2,624,575.86 |
| 209 | MURRAY OHIO MFG. CO | $2,623,868.73 |
| 210 | H COTLER CO., INC | $2,614,148.45 |
| 211 | A & M RECORDS | $2,582,667.97 |
| 212 | SONY CORP OF AMERICA | $2,581,965.56 |
| 213 | CALVIN KLEIN | $2,579,762.82 |
| 214 | UNION UNDERWEAR CO | $2,569,929.99 |
| 215 | VERDI INTERNATIONAL, INC | $2,562,696.00 |
| 216 | BROWN SHOE COMPANY | $2,559,147.79 |
| 217 | CHESEBROUGH-PONDS, INC | $2,555,341.13 |
| 218 | KEMFAST TEXTILES, INC | $2,543,739.78 |
| 219 | EKCO HOUSEWARES CO | $2,523,231.57 |
| 220 | CAMPUS SPORTSWEAR | $2,493,812.25 |
| 221 | DEXTER SHOE CO | $2,486,049.64 |
| 222 | RETAIL FRAGRANCE DIV | $2,484,135.92 |
| 223 | S.H.S. GARMENT, INC | $2,462,823.73 |
| 224 | LEE COMPANY | $2,441,702.16 |
| 225 | BEECHAM PRODUCTS | $2,440,896.48 |
| 226 | BRIGADE QUARTERMASTERS | $2,440,842.66 |
| 227 | ONEIDA LTD | $2,432,573.82 |
| 228 | PENNZOIL COMPANY | $2,431,261.11 |
| 229 | FIRESTONE TIRE&RUBBER | $2,414,167.26 |
| 230 | MENNEN CO | $2,389,863.96 |
| 231 | NORTHERN ELECTRIC CO | $2,387,266.70 |
| 232 | INT'L SEAWAY TRADING CO | $2,386,773.65 |
| 233 | HASBRO BRADLEY, INC | $2,386,536.06 |
| 234 | GOEBEL UNITED STATES | $2,365,809.93 |
| 235 | ATLAS CHAIN CO | $2,360,523.54 |
| 236 | THE STROH BREWERY CO | $2,360,304.37 |
| 237 | SMOKE CRAFT, INC | $2,347,791.59 |
| 238 | BUSTER BROWN APPAREL | $2,346,907.38 |
| 239 | COSCO/PETERSON | $2,343,232.56 |
| 240 | BEATRICE REFRIGERATED | $2,337,886.35 |
| 241 | NATION PIZZA PRODUCTS | $2,334,668.69 |
| 242 | TOWN & COUNTRY | $2,333,518.32 |
| 243 | WHIRLPOOL CORP | $2,332,647.00 |
| 244 | BASE SYSTEMS CORP | $2,317,863.21 |
| 245 | PENNEX PRODUCTS CO., INC | $2,310,373.10 |
| 246 | ANCHOR HOCKING CORP | $2,287,838.27 |
| 247 | TEXAS INSTRUMENTS | $2,270,959.63 |
| 248 | SUNKIST SOFT DRINKS, INC | $2,245,534.33 |
| 249 | GENERAL MILLS, INC | $2,202,030.37 |
| 250 | ELKAY INDUSTRIES | $2,186,978.33 |
| 251 | AIRCAP MFG | $2,178,255.09 |
| 252 | PYRAMID CONSTRUCTION CO | $2,172,170.65 |
| 253 | LONDON FOG | $2,167,407.27 |

*CONTINUED ON PAGE 40*

# TSA's Midwest Region Stays Creative With 'Top Gun' and 'U.S.A.'

***Maverick Bill Smith "is always looking for another way to do things." And results in the Midwest region back him up with increased sales and greater patron savings.***

*By Beverly M. Jones, Associate Editor*

SOME OF HIS PEERS THINK THAT BILL SMITH IS a maverick — maybe even *the* maverick — among resale system officials.

Whatever he is, the unflappable Smith and his staff at TSA's Midwest Commissary Region have come up with some of the most creative and innovative ideas in the commissary business.

William D. Smith, in the resale business for 33 years, has been director of the Troop Support Agency's Midwest Commissary Region since 1983, after a seven-year stint as deputy director of the Western Commissary Region. (There, he served under now-retired Col. John Pagel, known for his similarly dynamic style.)

TSA's Midwest region is headquartered at Fort Sam Houston in San Antonio. The combined sales of 20 stores in the region exceeds $30 million per month. Three of the 20 stores are in Panama: Corozal, Fort Espinar (formerly Ft. Gulick) and Howard AFB (formerly Kobbe-Howard).

In his tan western wear, Smith stood out in a crowd of blue or gray business suits at the American Logistics Association commissary conference held in San Antonio.

His handmade bola ties — he wore the one with TSA's "Serving the Most Deserving" logo on it for the ALA conference — are a stamp of his personal style. "I guess I've made over 100 of them or so," he said nonchalantly.

Smith also sported a NIS Busters sticker on his jacket. The NIS (Not-In-Stock) Busters program, now two years old, remains vigorous. "That's probably the most memorable thing we've done, and maybe something this region will be noted for for a long time," he said.

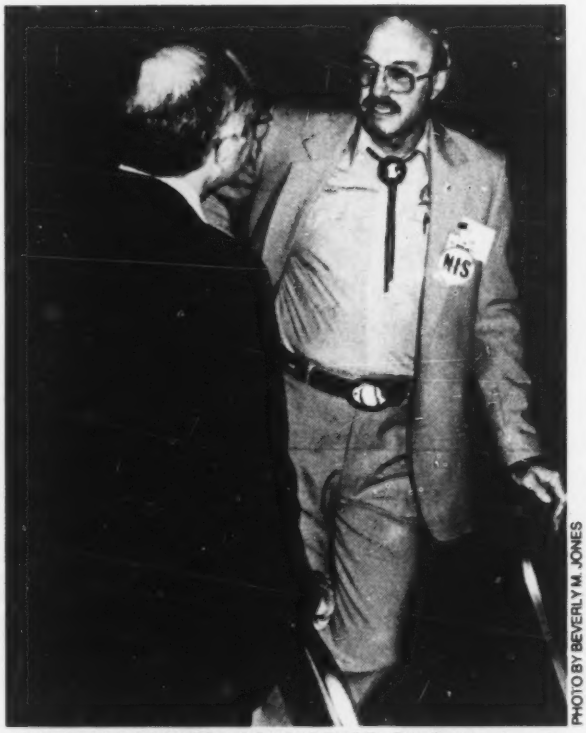


PHOTO BY BEVERLY M. JONES

*AT THE ALA MIDWEST CONFERENCE: Bill Smith stops to talk with one of the vendors.*

### He Does It His Way

Smith's energy and creativity is contagious to his staff. They told MILITARY MARKET that Smith likes to keeps them challenged and on their toes. "He's always looking for another way to do things. He's not one that likes smooth water," one MWCOR staffer said.

Smith himself believes that his management style is both democratic and creative. "Many people try to make people do things. I don't *make* people do things — I *want* them to do it, and *they* want to do it.

"Part of it rubs off. If I'm running, moving and thinking fast, they have a tendency to do it faster," explained Smith.

Another part of his style, he said, is sparking employ-

ees' enthusiasm and interest, then rewarding them — sometimes with money from the spot cash award program.

"Better than half of our allocated award dollars go into the spot cash award program," he told MILITARY MARKET.

For instance, Smith recently walked into the Fort Hood commissary annex on a Thursday, the day the store was closed. He saw two women in blue jeans mopping and waxing the floor. "You could see my reflection was 12 feet tall," he said.

Smith was impressed with the waxing job, but even more impressed when he found out the two were working on their day off and didn't know that he planned the visit. He went back to the region office and wrote up a spot cash award for their initiative.

**Top Gun — the Leader in the Pack**

"My folks have an incredible amount of creativity, if you turn them loose," Smith said.

One of the most recent examples of staff creativity is the new Top Gun program, designed to identify the leading movers in the stores. "I locked five people in a conference room for four hours, and they came up with the program," he said.

The program comes from a "collage of ideas," brainstormed by Renaud, Jerry Brazil (MWCOR's chief of merchandising) and other staffers.

Top Gun — the name refers to Western gun fighters as well as the recent popular movie — is designed to identify for commissary officials the leading mover in a variety of commodity groups.

Before the program began, commissary officers had no data to pinpoint the real movement leaders. "We had some feeling, but we didn't know for a fact." Smith said.

Analyzing item movement data provided by scanning identified the leaders in 11 different commodities: cold cereal, dog food, bathroom tissue, liquid dish washing detergent, ground coffee, instant coffee, dry pasta, cat food, paper towels, diapers and liquid detergent.

The 11 categories were chosen because they had the highest all commodity volume (acv). "We'll expand that list," Smith said, "but first we're going to take small bites and grow."

Taking "small bites" is also part of the Smith philosophy: "Take small bites, chew them up and enjoy them, instead of taking big bites and getting choked."

The first small bite of the Top Gun program began in February, with an instruction to the stores to identify the 11 commodity groups and the Top Gun items in each group.

Smith believes that it's important to identify the specific Top Gun items so that store officials become more aware of their in-stock conditions. "I expect the commissary officer, the deputy, the grocery manager and many of the stockers and warehousemen to memorize these items."

This program capitalized on scanning. "I just got a new pair of glasses called 'scanning' and now I can see," Smith said with a smile. "Before scanning, we weren't able to do this. Scanning opened up a whole new spectrum with the item movement data it provides."

Top Gun items vary from store to store. Although officials initially assumed that all stores would have the same Top Guns, it hasn't worked out that way. For example, in the cold cereals category, Kellogg's Frosted Flakes was the Top Gun in seven stores, Rice Krispies in six stores, Corn Flakes in three, Fruit Loops in two, and Cheerios in one.

"I would not have guessed the variety would have been that great," Smith said.

The program revealed that some stores weren't stocking the true category leaders. Each had its own Top Gun, but sometimes the products were leaders by default. If the stores had stocked the true volume leaders, the Top Gun designation would have changed.

Unlike NIS Busters, which involved shoppers, Top Gun is only for commissary employees, manufacturers and brokers. Unobtrusive retail and warehouse shelf labels — with illustrations of a smoking gun or a plane with the letters TG on it — are being used at Fort Riley, Kans.

One of the key points of the Top Gun program is giving more selling space to Top Gun items. If that doesn't happen, then identifying the best sellers is a big waste of time. During the program development stage, officials "found [that] quite often the leading items had less space than other items."

"Once we identified the Top Guns, we direct the commissary manager to give these Top Gun items more prominence — at least one more facing than other items in the commodity," Smith said.

**U.S.A. = Uniform Space Allocation**

The Top Gun program and the U.S.A. program are fraternal twins, conceived simultaneously by the same group.

U.S.A stands for Uniform Space Allocation, with the *U* of the acronym being the most important, Smith thinks. "We have *got* to have uniformity of the quantity put out on the shelf within commodities."

Uniformity of the quantity of items within a commodity group is related to daily consumption, said Smith.

The lack of uniform quantities within commodity groupings "is the basic illness we have in our commissary system today." Smith believes that from this illness stem

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## SHELF STOCKING

☐ **TSA-WIDE** — *27 stores have final decisions: 25 contract, and 2 remain in-house. 41 stores remain to study: 21 solicitations extended indefinitely, and 20 solicitations not issued.*

☐ **MWCOR** — *9 final decisions: 8 contract (Forts Sam Houston, Bliss, Sill, Hood, Leavenworth, Benjamin Harrison, Riley, and Carson), and 1 remains in-house (Fort Sheridan).*

## SALES PERFORMANCE

*(Goal — 4% increase for Fiscal 1987 over Fiscal 1986)*

| Fiscal Year — TSA-WIDE | Sales | Increase |
|---|---|---|
| 1986 | $1,648.4 mil. | +4.7% |
| 1987 Year-to-date (November) | $ 288.9 mil. | +6.0% |

| Fiscal Year — MWCOR | Sales | Increase |
|---|---|---|
| 1986 | $388.1 mil. | +2.5% |
| 1987 Year-to-date (November) | $ 67.4 mil. | +4.2% |

*Continued from page 34*

all other inventory and stocking problems. "If you treat the basic disease, it stands to reason it'll go through the whole body," he said.

During his speech at the ALA conference in San Antonio, Smith used pictures of Swiss cheese to explain the U.S.A. program. The idea is to turn the shelves from hole-ridden Swiss cheese (different quantities of each item on the shelf at the end of the sales day) into solid cheddar cheese (where quantities match consumption rates).

Swiss cheese shelves at the close of business, ties in with the Top Gun program. "We had no way to know how much of an individual item we needed, and [we] didn't have the capacity to refine it until scanning."

This is how the program works: To put up three days' worth of a particular commodity on the shelf, multiply the average daily item movement by three, then round up to the nearest case. That's how much to put on a shelf.

When one-third of the commodity has been sold, an order trigger on the scanning pull sheet "fires a gun, saying we need a certain amount."

In February, Smith named a task group of four people who will go out and train personnel for computing U.S.A.s in the region's stores. The group spends a week at a store, working with store employees, reviewing item movement reports, doing computations, making planograms of the new space allocations, and comparing them to the existing conditions.

After finishing one commodity group at a store, the task force, along with store management, makes up a schedule for reworking remaining commodity groups.

By May, all MWCOR stores with scanning will have persons trained in one commodity group. Getting into the program takes one week per major commodity group.

(Twelve to 15 commodities groups, like baby food and spices, will be excluded from the program, at least initially, because they are vendor-stocked.)

The U.S.A. program is not a reset but a *respacing* of a section, Smith stresses. "You don't move items from the top shelf to the bottom shelf. You work within the given space," he said. Although the program isn't designed to delete items or gain shelfspace, sometimes that happens.

"The first time we did this — in the cold cereal category at Fort Sam Houston — we gained 16 feet of empty shelf space. That's how many items exceeded three days' worth of stock."

Regarding resets, Smith said that he can "see the day coming when I don't see the need for outside help there for a reset."

That day is not that far away, and the Top Gun and U.S.A. programs are the reasons why. "The time vendors spend on resets, I'd like used in other ways," he said, "like VPRs, point of sale material, etc."

U.S.A.'s impact on stockage "won't be a overnight thing" but will smooth out ordering, warehousing and receiving.

### The Walking, Talking Wish

MWCOR used to have a region-wide newsletter called *The Wish*, which was sent out each quarter to all MWCOR stores. It kept everyone abreast of region happenings.

Ever *au courant*, Smith and his crew now videotape the newsletter, which has been renamed *The Walking, Talking Wish*. The first tape came out nine months ago. So far, three different ones have been distributed to all stores.

"We're getting much better at using the television medium," said Smith, noting that "none of us are television producers or directors."

The format is varied, but "we've basically transmitted the same data we did on paper," he said.

"They put them on in the break rooms of stores and run them all day long," Smith said enthusiastically.

The newsletter cost over $500 an issue to produce, while 20 videotapes costs $100 to produce.

Videotaping has other purposes, too. A short section on training can be added to the videotape — the region has a 10-minute training session on the use of ice in the produce department, for instance. The *Walking, Talking Wish* also includes a section called "Around the Region."

"Sometimes when I visit stores, I'll take the video camera with me and take shots of outstanding things going on," Smith explained. This way, all 20 stores can see what four or five stores are doing in a matter of a few minutes.

### Electronic Coupon Dispensers

Besides the NIS Busters program, Smith is known for pushing electronic coupon dispensers.

He read a newspaper article about the units some two years ago, and "thought it was a good idea." A few months later, Computerized Coupon Dispensers, Ltd., of Midland, Texas, gave him a presentation and got the job.

Smith tried the machines on a test basis and liked the results so much that he recommended to TSA's Commander, Brig. Gen. James S. Hayes, that coupon dispensers be approved for adoption TSA-wide.

He points out that the coupon dispensers involve no cost to the taxpayers, to the customers or to the commissary system, and attributes a 14-percent increase in coupon redemption and a "corresponding increase in customer savings" to MWCOR's use of the machines.

Electronic dispensers were tested at Forts Bliss, Hood and Sam Houston in 1985 and 1986. The face value of coupons redeemed in those stores increased by an average of 14 percent during the test period. In the first 90 days at Fort Hood, coupon face value redemption went up 28 percent.

Two months ago, TSA headquarters authorized the other region directors to add the machines to their stores, if they want them. WECOR is considering the option, but SECOR and NECOR have decided against them. Their officials said that getting good, consistent vendor participation is a real problem with the machines.

"The machine was not well utilized by vendors," one Southeast official told MILITARY MARKET. "Some said it's too expensive."

A Northeast official told MILITARY MARKETthat stores already cramped for space have problems finding room for three coupon dispenser machines.

However, even they agree that, in the future, the machines may once again become a possibility. Once they get full vendor support, "it'll be great, and maybe we'll look at it again," they said.

Smith, however, is so sold on the machines that he is in the process of expanding installation in his region. "We hope within the next 90 days to have those dispensers in all of our stores," he said. MM

*CONTINUED FROM PAGE 3*

| | | |
|---|---|---|
| 254 | TOASTMASTER, INC | $2,156,754 47 |
| 255 | NESTLE FOODS CORP | $2,152,422 98 |
| 256 | FASHION FAIR COSMETICS | $2,140,237 52 |
| 257 | LENOX, INC | $2,137,822 52 |
| 258 | PLAYSKOOL, INC | $2,132,994 38 |
| 259 | WEMBLEY IND , INC | $2,114,382 86 |
| 260 | HAZEL | $2,110,023 97 |
| 261 | KIRSCH CO | $2,107,201 23 |
| 262 | MASTER LOCK CO | $2,106,305 95 |
| 263 | BASTIAN-BLESSING | $2,103,299 40 |
| 264 | WHITEHALL LABORATORIES | $2,102,213 60 |
| 265 | PONY SPTS & LEISURE, INC | $2,097,500 65 |
| 266 | FISHER NUT CO | $2,091,567 03 |
| 267 | WM WRIGLEY JR CO | $2,072,338 42 |
| 268 | GEO A HORMEL & CO | $2,070,868 18 |
| 269 | JOER:S, INC | $2,068,197 01 |
| 270 | GLASER BROTHERS | $2,066,388 78 |
| 271 | MAYBELLINE | $2,063,691 57 |
| 272 | GEORGIA-PACIFIC CORP | $2,063,202 01 |
| 273 | MEMBERS ONLY | $2,046,740 96 |
| 274 | SHULTON, INC | $2,046,143 52 |
| 275 | FIRST BRANDS CORP | $2,043,138 61 |
| 276 | MONET JEWELERS, INC | $2,032,254 59 |
| 277 | CHIC HOSIERY CORP | $2,024,220 97 |
| 278 | MOBIL CHEMICAL CO | $2,023,546 55 |
| 279 | CONSUMER PRODUCTS DIV | $2,023,358 71 |
| 280 | KLIPSCH | $2,020,238 62 |
| 281 | J B L, INC | $2,015,584 28 |
| 282 | REGAL APPLIANCE, INC | $1,995,132 83 |
| 283 | SEALY MATTRESS CO | $1,991,735 38 |
| 284 | SWEETHEART PRODUCTS | $1,990,126 44 |
| 285 | BLACK HILLS JEWELRY MFG | $1,974,282 63 |
| 286 | PRINCE MATCHABELLI | $1,973,181 12 |
| 287 | YORX ELECTRONICS CORP | $1,971,531 77 |
| 288 | CREIGHTON SHIRT CO , INC | $1,959,389 62 |
| 289 | VENDO CO | $1,958,697 44 |
| 290 | PARKER PEN CO | $1,952,454 59 |
| 291 | LASKKO METAL PRODUCTS | $1,946,173 56 |
| 292 | SHELL OIL CO | $1,934,389 99 |
| 293 | R T FRENCH CO | $1,920,227 52 |
| 294 | FOSTER GRANT CORP | $1,896,482 34 |
| 295 | AT&T CONSUMER PRODUCTS | $1,884,745 57 |
| 296 | HITACHI SALES CORP. AMER | $1,881,303 32 |
| 297 | OCEAN PACIFIC LONGRIDER | $1,871,187 65 |
| 298 | CHAMPION LAB, INC | $1,870,128 82 |
| 299 | STANDARD COLORPRINT | $1,865,221 08 |
| 300 | EUREKA COMPANY | $1,844,606 70 |
| 301 | PILLOWTEX CORP | $1,844,524 40 |
| 302 | DONMOOR, INC | $1,840,794 24 |
| 303 | WHITE STAG MFG. CO | $1,832,649 24 |
| 304 | MEMOREX CORP | $1,816,342 98 |
| 305 | J G DURAND INT'L | $1,809,896 35 |
| 306 | BEST FOODS | $1,807,968 50 |
| 307 | AMER HOME FOODS | $1,799,094 80 |
| 308 | WORLDS OF WONDER | $1,796,237 57 |
| 309 | TOTAL PETROLEUM, INC | $1,795,924 47 |
| 310 | HYPONEX CORPORATION | $1,786,324 57 |
| 311 | ROYAL BUSINESS MACHINES | $1,778,758 72 |
| 312 | A T CROSS CO | $1,774,443 04 |
| 313 | WHITMANS CHOCOLATES | $1,765,707 50 |
| 314 | COLEMAN CO | $1,764,641 73 |
| 315 | NOBLE/SYSCO FOODS SVC CO | $1,763,859 09 |
| 316 | TOOMBS AND CO , INC | $1,727,722 65 |
| 317 | BALI CO | $1,710,761 30 |
| 318 | WATERFORD CRYSTAL | $1,701,923 42 |
| 319 | SKIL CORP | $1,694,061 20 |
| 320 | WEAREVER-PROCTOR SILEX | $1,692,278 33 |
| 321 | AUTOMATIC PROD CO | $1,686,126 54 |
| 322 | ECONOMICS LABORATORY, INC | $1,680,606 44 |
| 323 | POLO FASHIONS, INC | $1,678,203 85 |
| 324 | ASHLAND PETROLEUM CO | $1,677,836 62 |
| 325 | PIERRE CARDIN | $1,670,518 04 |
| 326 | VIE DE FRANCE | $1,665,965 47 |
| 327 | HAWAII TOBACCO, INC | $1,655,181 72 |
| 328 | WILTON ENTERPRISES, INC | $1,652,620 59 |
| 329 | ARGO CONSTRUCTION CORP | $1,647,761 32 |
| 330 | ARMY TIMES PUBL CO | $1,647,309 58 |
| 331 | MARTIN MFG CO , INC | $1,642,439 33 |
| 332 | PARKER BROTHERS | $1,635,573 93 |
| 333 | SAUDER WOODWORKING CO | $1,632,482 25 |
| 334 | THE FLORSHEIM SHOE CO | $1,630,865 67 |
| 335 | FOREMOST DAIRIES, INC | $1,628,502 84 |
| 336 | PLOUGH, INC | $1,624,237 24 |
| 337 | J L PRESCOTT CO | $1,618,688 23 |
| 338 | BANQUET FOODS | $1,618,408 10 |
| 339 | MERANDO, INC | $1,616,276 96 |
| 340 | WESTERN PUBLISHING | $1,611,362 53 |
| 341 | OSHKOSH B'GOSH, INC | $1,610,913 12 |
| 342 | CREST CRAFT CO , INC | $1,607,577 94 |
| 343 | MILTON BRADLEY CO | $1,604,393 51 |
| 344 | KENNER PROD CO | $1,603,300 83 |
| 345 | FORSTMANN & COMPANY, INC | $1,602,244 72 |
| 346 | KORET OF CALIFORNIA, INC | $1,591,264 93 |
| 347 | G & C ENTERPRISES, INC | $1,573,081 00 |
| 348 | ALMET/LAWNLITE | $1,564,586 26 |
| 349 | RUSSELL HOSIER MILLS | $1,563,607 87 |
| 350 | PULSAR TIME, INC | $1,561,958 48 |
| 351 | PETERSON CONSTRUCTION | $1,558,150 37 |
| 352 | OLYMPIC CONST, INC | $1,543,392 52 |
| 353 | RALSTON PURINA CO | $1,539,911 66 |
| 354 | T D K ELECTRONICS CORP | $1,537,921 76 |
| 355 | CHAMPION SPARK PLUG CO | $1,536,737 36 |
| 356 | DEVAULT PACKING CO , INC | $1,533,469 57 |
| 357 | RUBBERMAID SPECIALTY | $1,520,756 65 |
| 358 | BROTHER INTL. CORP | $1,519,795 92 |
| 359 | U S SHOE CORP | $1,516,235 43 |
| 360 | KENDALL CO | $1,512,340 06 |
| 361 | MOORE MFG, INC | $1,498,966 54 |
| 362 | JAMES RIVER CORP | $1,493,901 41 |
| 363 | SMERLING ENTERPRISES | $1,492,282 46 |
| 364 | JACK HILLIARD DIST | $1,490,652 71 |
| 365 | FACCIOLA MEAT CO | $1,481,890 00 |
| 366 | TUCKER HOUSEWARES | $1,481,152 36 |
| 367 | WESTBEND CO | $1,480,731 91 |
| 368 | LONDON STAR LIMITED | $1,478,334 43 |
| 369 | S LICHTENBERG & CO , INC | $1,473,674 72 |
| 370 | CHARLOTTE CHARLES, INC | $1,464,053 07 |
| 371 | A W MENDENHALL CO , INC | $1,456,563 40 |
| 372 | WILSON FOODS CORP | $1,453,862 26 |
| 373 | ESTECH BRANDED FERTILIZER | $1,451,290 21 |
| 374 | CARVER CORP | $1,451,033 92 |
| 375 | A H ROBINS CO | $1,443,331 37 |
| 376 | RIVAL MFG. CO | $1,435,671 22 |
| 377 | COLECO IND , INC | $1,435,034 72 |
| 378 | L M SANDLER & SONS, INC | $1,431,331 94 |
| 379 | I-SKI SKIGLASSES | $1,431,210 80 |
| 380 | BULLFROG KNITS, INC | $1,429,431 88 |
| 381 | TOMY CORP | $1,427,516 22 |
| 382 | BF GOODRICH CO | $1,425,974 54 |
| 383 | RUSSELL STOVER CANDIES | $1,414,447 32 |
| 384 | ARIS ISOTONER, INC | $1,405,001 58 |
| 385 | O M SCOTT & SONS CO | $1,404,660 45 |
| 386 | INTERSTATE BRANDS CORP | $1,401,249 63 |
| 387 | SONY CORP OF AMERICA | $1,396,838 69 |
| 388 | MUSIC AND WORTH | $1,396,760 58 |
| 389 | BURMA-BIBAS, INC | $1,395,409 33 |
| 390 | HAMILTON BEACH | $1,395,217 43 |
| 391 | ZENITH DATA SYSTEMS | $1,390,468 20 |
| 392 | PEPSI-COLA BOTTLING CO | $1,384,946 63 |
| 393 | A & W BEVERAGES, INC | $1,376,715 61 |
| 394 | FISHER CAMUTO CORP | $1,365,597 72 |
| 395 | ATLAS DIST CO | $1,364,141 41 |
| 396 | RANDOLPH ENGINEERING | $1,363,231 01 |
| 397 | T SARDELLI & SONS, INC | $1,362,613 79 |
| 398 | H K SCHAEFFER & CO | $1,362,305 46 |
| 399 | HARPER LEATHER GOODS | $1,360,312 02 |
| 400 | SANSUI ELECTRONICS CORP | $1,358,984 95 |
| 401 | ETONIC, INC | $1,343,692 36 |
| 402 | PILLSBURY/GREEN GIANT | $1,340,902 97 |
| 403 | SARANAC GLOVE CO , INC | $1,338,977 46 |
| 404 | ROLFS | $1,336,664 34 |
| 405 | GENERAL MOTORS CORP | $1,335,207 27 |
| 406 | VISUAL ENTERPRISES | $1,334,025 92 |
| 407 | GOODMARK FOODS, INC | $1,329,582 18 |
| 408 | CUSTOM SALES & SERVICE | $1,329,529 36 |
| 409 | ADMIRAL INTL. CORP | $1,321,949 95 |
| 410 | GARAN, INC | $1,321,521 45 |
| 411 | CADBURY USA | $1,317,199 74 |
| 412 | DEL MONTE CORP | $1,316,817 00 |
| 413 | BAUSCH & LOMB | $1,309,986 41 |
| 414 | CHEMEXEC RELOCATION SYS | $1,306,821 30 |
| 415 | THERMOS DIV | $1,304,843 47 |
| 416 | GOODY PRODUCTS, INC | $1,301,496 50 |
| 417 | G H BASS & CO | $1,297,107 48 |
| 418 | LESLIE FAY, INC | $1,294,684 94 |
| 419 | REMINGTON PRODUCTS, INC | $1,291,210 98 |
| 420 | US ARMY FINANCE & ACCT | $1,289,760 53 |
| 421 | HOLSON CO | $1,284,591 14 |
| 422 | STRIDE RITE CORP | $1,274,295 51 |
| 423 | E&J GALLO WINERY | $1,273,115 88 |
| 424 | WEBER-STEPHEN PROD CO | $1,272,707 62 |
| 425 | R C HENDRICK AND SON | $1,270,285 00 |
| 426 | SWATCH WATCH USA, INC | $1,269,508 60 |
| 427 | BAUSCH & LOMB | $1,265,600 75 |
| 428 | ALLERGAN PHARM , INC | $1,264,931 19 |
| 429 | NEW ATTITUDE | $1,262,954 04 |
| 430 | PURITAN FASHIONS FIN CO | $1,257,220 25 |
| 431 | BORDEN CONSUMER PROD | $1,252,080 44 |
| 432 | AMERICAN LOCK CO | $1,246,885 94 |
| 433 | BIC PEN CORP | $1,246,851 97 |
| 434 | J F C INTERNATIONAL, INC | $1,243,873 15 |
| 435 | NAPIER CO | $1,243,671 59 |
| 436 | PEPSI COLA-GEN BTLR | $1,242,654 63 |
| 437 | MATSUSHITA ELEC CORP | $1,239,475 88 |
| 438 | CATALINA, INC | $1,234,913 31 |
| 439 | CHANEL, INC | $1,229,759 09 |
| 440 | AMERICAN SAFETY RAZOR | $1,222,680 64 |
| 441 | BINNEY & SMITH, INC | $1,200,435 84 |
| 442 | EX-CELL HOME FASHIONS | $1,197,470 77 |
| 443 | B & B BEVERAGE CO | $1,194,567 45 |
| 444 | WEATHER TAMER | $1,190,208 05 |
| 445 | CUSTOM ACCESSORIES, INC | $1,183,293 60 |
| 446 | BROWNING | $1,182,262 57 |
| 447 | DILBECK AND SONS, INC | $1,182,230 54 |
| 448 | GOLDEN CONSTR , INC | $1,182,067 83 |
| 449 | BOYLE-MIDWAY | $1,180,249 69 |
| 450 | DIXIE-RIVERSIDE, INC | $1,169,567 09 |
| 451 | IODENT COMPANY | $1,168,607 85 |
| 452 | SUNBEAM LEISURE PROD CO | $1,166,170 12 |
| 453 | NOXELL CORPORATION | $1,162,625 50 |
| 454 | EAGLE DISTRIBUTORS, INC | $1,162,573 41 |
| 455 | RUBIN GLOVES, INC | $1,162,012 16 |
| 456 | SUSAN CRANE, INC | $1,160,592 77 |
| 457 | CORONET CASUALS, INC | $1,158,962 71 |
| 458 | PERSONAL SPORTSWEAR | $1,158,495 37 |
| 459 | BAHLSEN OF N.A., INC | $1,148,671 59 |
| 460 | DENNISON MFG. CO | $1,144,271 62 |
| 461 | JACQUELINE COCHRAN, INC | $1,143,466 77 |
| 462 | CFS CONTINENTAL FOODS | $1,141,738 74 |
| 463 | JOHN THOMAS BATTS, INC | $1,132,432 25 |
| 464 | GLENBROOK LABS | $1,131,264 16 |
| 465 | LITTLE TIKES | $1,129,670 37 |
| 466 | MISSION FURNITURE CO | $1,128,167 16 |
| 467 | TAB ACCESSORIES | $1,127,360 02 |
| 468 | BILL RODGERS & CO | $1,127,090 64 |
| 469 | GRACO CHILDRENS PROD | $1,123,760 61 |
| 470 | SCHERING CORP | $1,123,743 05 |
| 471 | BURROUGHS WELLCOME CO | $1,123,570 37 |
| 472 | FOLGERS COFFEE CO | $1,123,152 58 |
| 473 | TONKA CORP | $1,117,446 31 |
| 474 | WHITEHALL FASHIONS LTD | $1,115,866 92 |
| 475 | HAMILTON WATCH CO | $1,112,787 57 |
| 476 | ALBERTO-CULVER CO | $1,110,881 62 |
| 477 | GERBER PRODUCTS CO | $1,110,714 26 |
| 478 | VIVITAR CORP | $1,109,737 47 |
| 479 | ATLAS PROCESSING CO | $1,104,785 03 |
| 480 | STANSON DETERGENTS, INC | $1,104,683 74 |
| 481 | ABOVE THE BELT, INC | $1,103,516 90 |
| 482 | INTERLAKE COMPANIES, INC | $1,103,457 36 |
| 483 | OCEAN PACIFIC SCREEN PROD | $1,102,003 59 |
| 484 | EVENFLO JUVENILE FURN | $1,101,162 01 |
| 485 | EPSON AMERICA/SOUTHWEST | $1,099,148 08 |
| 486 | BALLY CASE & COOLER, INC | $1,097,165 20 |
| 487 | INFINITY SYSTEM, INC | $1,096,413 44 |
| 488 | GIANT REFINING COMPANY | $1,092,462 35 |
| 489 | KEYSTONE CAMERA CORP | $1,091,730 53 |
| 490 | PENTAX CORP | $1,089,640 31 |
| 491 | FLAV-O-RICH | $1,086,297 57 |
| 492 | JAYMAR-RUBY, INC | $1,086,243 14 |
| 493 | MAGNICOLOR PHOTO LABS | $1,084,959 77 |
| 494 | U S PLAYING CARD CO | $1,080,241 38 |
| 495 | BOLLINGER INDUSTRIES | $1,077,189 55 |
| 496 | SOFT SHEEN PROD, INC | $1,076,968 60 |
| 497 | STAR-KIST FOODS, INC | $1,076,499 86 |
| 498 | GIDDEN DISTRIBUTING CO | $1,074,808 17 |
| 499 | GOLD EAGLE PROD CO | $1,072,979 33 |
| 500 | T-FAL CORP | $1,071,314 11 |
| 501 | TAMBRANDS, INC | $1,071,059 36 |
| 502 | RUSS TOGS, INC | $1,069,618 99 |
| 503 | MEAD PRODUCTS | $1,067,538 23 |
| 504 | SOUTHERN MAURICE | $1,066,932 97 |
| 505 | VITA-FRESH VITAMIN CO | $1,066,721 64 |
| 506 | M&M PRODUCTS CO | $1,064,654 22 |
| 507 | MARS ELECTRONICS | $1,062,527 51 |
| 508 | ETIENNE AIGNER | $1,062,387 85 |
| 509 | MELNOR INDUSTRIES | $1,061,165 55 |
| 510 | ANDERSON NEWS COMPANY | $1,059,651 97 |
| 511 | J. MANASTER CO | $1,057,717 01 |
| 512 | PEPSI COLA BOTTLING CO | $1,055,255 83 |
| 513 | FABIL MFG CORP | $1,054,556 42 |
| 514 | WESTCLOX U S | $1,052,668 72 |
| 515 | KINGFORM CAP CO | $1,052,450 56 |
| 516 | TELEDYNE ACOUSTIC | $1,050,294 68 |
| 517 | SPORT-OBERMEYER LTD | $1,049,433 65 |
| 518 | SCHOLL, INC | $1,046,668 87 |
| 519 | CARSON PRODUCTS CO | $1,045,474 45 |
| 520 | CLOROX COMPANY | $1,042,837 57 |
| 521 | FERRY MORSE SEED CO | $1,041,996 89 |
| 522 | RAMFJELD & CO , INC | $1,041,622 68 |
| 523 | ARCTIC CIRCLE ENT , INC | $1,036,106 40 |
| 524 | INNOVATIVE TIME CORP | $1,033,592 92 |
| 525 | MIDWAY SALES, INC | $1,026,843 12 |
| 526 | JORDACHE ENTERPRISES | $1,025,545 40 |
| 527 | HARVEY DUPRIEST & SONS | $1,024,808 82 |
| 528 | M. GRUMBACHER, INC | $1,023,958 90 |
| 529 | MERONA SPORT | $1,022,511 64 |
| 530 | L E LINDSAY CONST. CO | $1,022,166 00 |
| 531 | DEPENDABLE RUG MILLS | $1,021,902 62 |
| 532 | MILES LABORATORIES, INC | $1,021,179 21 |
| 533 | AMERICAN FOODSERVICE CO | $1,018,243 75 |
| 534 | SPERRY TOP-SIDER, INC | $1,017,413 79 |
| 535 | IGLOO CORP | $1,009,426 67 |
| 536 | ZODIAC TRADING CO | $1,006,701 38 |
| 537 | COLONIAL BAKING CO | $999,267 53 |
| 538 | RICHHEIMER/WECHSLER | $996,808 77 |
| 539 | PFIZER, INC | $991,722 55 |
| 540 | BROWN-FORMAN INTL. LTD | $990,797 92 |
| 541 | JOVAN, INC | $988,345 86 |
| 542 | MUSCOGEE NEWS CO | $982,963 24 |
| 543 | BISSELL, INC | $982,052 47 |
| 544 | NAT'L DIST. CO | $981,797 73 |
| 545 | MIRRO CORPORATION | $978,378 49 |
| 546 | TELEDYNE WATER PIK | $977,545 69 |
| 547 | WEINER NEWS COMPANY, INC | $977,421 03 |
| 548 | LIBBEY GLASS | $977,418 80 |
| 549 | TOTES, INC | $975,850 22 |
| 550 | BABY TOGS, INC | $974,057 36 |
| 551 | BARCLAY KNITWEAR CO , INC | $968,398 50 |
| 552 | ENRON CHEMICAL CO | $967,766 92 |
| 553 | PEPSI-COLA/SEVEN-UP | $966,199 68 |
| 554 | SONY CORPORATION | $964,340 23 |
| 555 | GOLDEN APPLE EXPORTS | $958,389 93 |
| 556 | DIGITAL EQUIP CORP | $958,198 43 |
| 557 | CHEROKEE APPAREL CORP | $956,305 93 |
| 558 | R P M FASHIONS | $955,999 30 |
| 559 | CITICORP DINERS CLUB | $954,681 61 |
| 560 | INTERTRANS AIRFREIGHT | $954,633 51 |
| 561 | BEATRICE FOODSERVICE | $953,543 03 |
| 562 | AMANA REFRIGERATION, INC | $953,436 11 |
| 563 | HILEX POLY CO , INC | $953,379 18 |
| 564 | ROBIN UNDIES | $953,103 55 |
| 565 | PHONE-MATE, INC | $952,965 63 |
| 566 | MORGEN & OSWOOD CONST | $952,798 69 |
| 567 | HARRISBURG PAPER CO | $952,737 59 |
| 568 | MARX & NEWMAN CO | $950,844 69 |
| 569 | POLK AUDIO, INC | $950,110 25 |
| 570 | LEVITON MFG CO | $948,397 93 |
| 571 | OLIN CORP | $946,019 44 |
| 572 | GREEN GIANT CO | $942,196 31 |
| 573 | SEYMOUR DIV | $941,558 75 |
| 574 | G.T. PRICE PRODUCTS, INC | $939,708 60 |
| 575 | RUTH SCHARF IND., INC | $936,326 20 |

# Military Market index

## COMMISSARIES

| | | DECEMBER | | | YEAR TO DATE | | |
|---|---|---|---|---|---|---|---|
| | | CY'86 | CY'85 | % CHANGE | CY'86 | CY'85 | % CHANGE |
| | CONUS | $166,774 | $157,509 | 5.88 | $1,881,853 | $1,859,326 | 1.21 |
| | OVERSEAS | 33,577 | 34,020 | -1.30 | 366,936 | 326,770 | 12.29 |
| **AIR FORCE** | TOTAL | **200,351** | **191,528** | **4.61** | **2,248,790** | **2,186,096** | **2.87** |
| | CONUS | 116,655 | 110,145 | 5.91 | 1,324,750 | 1,284,255 | 3.15 |
| | OVERSEAS | 39,375 | 35,280 | 11.61 | 434,165 | 379,365 | 14.45 |
| **ARMY** | TOTAL | **156,030** | **145,425** | **7.29** | **1,758,915** | **1,663,620** | **5.73** |
| | CONUS | 70,936 | 72,918 | -2.72 | 750,507 | 757,887 | -0.97 |
| | OVERSEAS | 8,435 | 8,444 | -0.11 | 86,571 | 84,404 | 2.57 |
| **NAVY** | TOTAL | **79,371** | **81,362** | **-2.45** | **837,078** | **842,290** | **-0.62** |
| | CONUS | 14,184 | 14,609 | -2.91 | 166,143 | 169,913 | -2.22 |
| | OVERSEAS | 300 | 278 | 7.91 | 3,174 | 3,074 | 3.25 |
| **MARINE CORPS** | TOTAL | **14,484** | **14,887** | **-2.71** | **169,317** | **172,987** | **-2.12** |
| | CONUS | 260 | 260 | 0.00 | 3,081 | 3,177 | -3.02 |
| | OVERSEAS | 357 | 187 | 90.91 | 3,575 | 3,467 | 3.12 |
| **COAST GUARD** | TOTAL | **617** | **447** | **38.03** | **6,658** | **6,645** | **0.20** |
| | CONUS | $368,809 | $355,441 | 3.76 | $4,126,334 | $4,074,558 | 1.27 |
| **ALL** | OVERSEAS | $82,044 | $78,209 | 4.90 | $894,421 | $797,080 | 12.21 |
| **COMMISSARIES** | TOTAL | **$450,853** | **$433,650** | **3.97** | **$5,020,755** | **$4,871,638** | **3.06** |
| **GROCERY STORES** | U.S.[1] | $24.750 | $23.765 | 4.14 | $277.308 | $266.103 | 4.21 |

## EXCHANGES

| | | DECEMBER | | | YEAR TO DATE | | |
|---|---|---|---|---|---|---|---|
| | | CY'86 | CY'85 | % CHANGE | CY'86 | CY'85 | % CHANGE |
| | CONUS | $333,269 | $324,008 | 2.86 | $2,994,970 | $2,928,384 | 2.27 |
| | OVERSEAS | 214,980 | 196,764 | 9.26 | 2,090,425 | 1,897,492 | 10.17 |
| **AAFES** | TOTAL | **548,249** | **520,773** | **5.28** | **5,085,395** | **4,825,876** | **5.38** |
| | CONUS[2] | 134,104 | 121,278 | 10.58 | 1,107,146 | 1,082,445 | 2.28 |
| | OVERSEAS[2] | 53,665 | 50,495 | 6.28 | 479,816 | 452,079 | 6.14 |
| **NAVY** | TOTAL[2] | **187,769** | **171,773** | **9.31** | **1,586,962** | **1,534,524** | **3.42** |
| | CONUS | 36,997 | 36,643 | 0.97 | 348,736 | 354,021 | -1.49 |
| | OVERSEAS | 5,931 | 6,116 | -3.02 | 59,337 | 59,815 | -0.80 |
| **MARINE CORPS** | TOTAL | **42,928** | **42,759** | **0.40** | **408,073** | **413,837** | **-1.39** |
| | CONUS[3] | 9,128 | 9,270 | -1.53 | 84,052 | 82,344 | 2.07 |
| | OVERSEAS[3] | 680 | 648 | 4.94 | 6,259 | 6,198 | 0.98 |
| **COAST GUARD** | TOTAL[3] | **9,808** | **9,918** | **-1.11** | **90,311** | **88,542** | **2.00** |
| | CONUS[4] | 1,916 | 1,563 | 22.58 | 15,894 | 14,134 | 12.45 |
| | OVERSEAS[4] | 3,042 | 4,420 | -31.18 | 36,167 | 40,115 | -9.84 |
| **MAIL ORDER** | TOTAL[4] | **4,958** | **5,982** | **-17.12** | **52,061** | **54,249** | **-4.03** |
| | CONUS | $515,414 | $492,762 | 4.60 | $4,550,798 | $4,461,328 | 2.01 |
| | OVERSEAS | $278,298 | $258,443 | 7.68 | $2,672,004 | $2,455,699 | 8.81 |
| **ALL EXCHANGES** | TOTAL | **$793,712** | **$751,205** | **5.66** | **$7,222,802** | **$6,917,027** | **4.42** |
| **DEPARTMENT STORES** | U.S.[1] | $22.071 | $20.903 | 5.59 | $141.897 | $134.744 | 5.31 |

1) SOURCE: U.S. Department of Commerce. 2) Does not include sales of ship stores. 3) MM estimate, based on official data. 4) Includes consolidated sales for all services, including Coast Guard. NOTE: Individual figures may not add to totals because of rounding. All sales are expressed in millions (add 000), except grocery stores and department stores, which are in billions. Commissary sales include appropriate surcharges, exchange sales include concession volume.
NOTE: Distribution of sales by CONUS and overseas is based on definition by respective service and system. Figures do not include sales tax.